BRITISH COLUMBIA

Vancouver Region

Implementation Monitoring:

Silviculture Strategies - Vancouver Forest Region

British Columbia

Ministry of Forests

Forest Practices Branch

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FOREST RENEWAL BC

By Symmetree Consulting Group Ltd.

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Implementation Monitoring:

Silviculture Strategies – Vancouver Region

1. INTRODUCTION

This document provides a summary of implementation responses for a random sample of four of the eight Silviculture Strategies that were completed and were used to guide silviculture investments within the Vancouver Forest Region[1]. This monitoring is meant to gauge the influence of the strategies on allocating funds to activities identified in the strategies. It is also designed to unearth strengths, issues and problems for implementing the strategies. Recommendations are provided based on input of practitioners.

1.1 Objectives and Scope

The objectives of the monitoring are to:

- encourage the focusing of incremental silviculture activities towards strategic incremental silviculture objectives, and
- provide a feedback loop to incremental silviculture strategies and planning processes.

The scope of the monitoring is:

- a randomly selected sample of silviculture strategies by forest region.

1.2 Background

Monitoring is part of an overall management system for the administration of incremental silviculture activities on Crown forest land in British Columbia. The other components of the system are planning, delivery (or monitoring the delivery by others) and reporting.

The majority of incremental silviculture activities on Crown land are currently funded by Forest Renewal BC (FRBC) and are delivered by the forest industry. Certification that work has been performed to standard is the responsibility of a registered professional forester (RPF). For further information on field monitoring, refer to the Ministry of Forests Operational Guidebook to Forest Renewal Programs.

The Ministry of Forests, as steward of the Crown's forest resources, has an interest to ensure that all incremental silviculture activities contribute to achieving the ministry's strategic objectives. Implementation monitoring is a key component in this feedback loop.

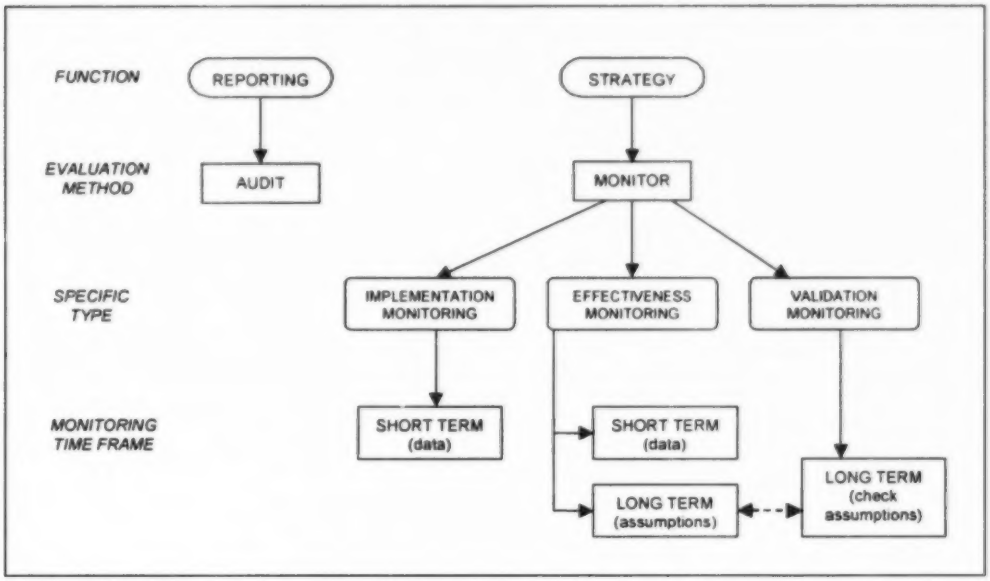
[1] At the time of the assessment, the status of Silviculture Strategies varied from not done to nearly done to completed in 1998. Only strategies that were in place in time to direct incremental funding were evaluated. A table of the status of the 23 management units is provided in appendix 1.

- Monitoring activities are part of a service agreement between the Ministry of Forests and Forest Renewal BC.

1.3 Overview of the Monitoring and Auditing Processes

Because the design, delivery and accomplishment of incremental silviculture strategies are distinct from the reporting of incremental silviculture activities, the two processes necessitate different evaluation approaches: strategies are monitored and reports are audited (Figure 1).

Figure 1. Evaluation Types and Processes



The monitoring of incremental silviculture strategies can be further broken into three monitoring types: **implementation**, effectiveness, and validation.

- **Implementation** monitoring assesses the progress on the implementation of an incremental silviculture strategy.
- Effectiveness monitoring evaluates how well the strategies are contributing to the attainment of the goals and objectives of the strategy. Outcomes that occur in the short term may be assessed by measurement of response data, whereas outcomes that occur in the long term must be predicted and involve the making of assumptions. For timber-oriented strategies, effectiveness monitoring is typically long term and evaluates the cumulative effects of a series of annual or periodic activities under a strategy. Thus, timber-oriented strategy effectiveness monitoring is undertaken periodically every five to ten years. Where outcomes are not directly measurable, effectiveness may have to be indirectly evaluated by first defining criteria and indicators and then measuring the changes in these over time.

- Validation monitoring is used to confirm that the assumptions are valid, sometimes over a long period of time. Validation monitoring often takes the form of applied or pure research and procedures for this type of monitoring are beyond the scope of these procedures.

This summary addresses only implementation monitoring.

1.4 Definitions and Terminology

Incremental silviculture is an administrative term used to collectively describe backlog reforestation activities together with any silviculture activity that is not required by law, but does not include either of these where they are a contractual obligation of a forest tenure. *Backlog reforestation* activities take place on areas harvested before October 1, 1987 that have not been reforested to defined standards.

This document adopts the following definition of monitoring from the Ministry Policy Manual, Section 17.3:

> "Monitoring" means an ongoing and recurring review of processes to assess if they are being performed, are functioning as intended and are achieving the desired results.

By this definition, monitoring incorporates an element of evaluation.

The term *incremental silviculture strategy* is used in these procedures to refer to the entire strategy for a management unit. A *strategy*, on the other hand, is an individual strategy (or sub-strategy) contained within an incremental silviculture strategy.

Each management unit incremental silviculture strategy should contain goals, objectives, strategies and studies, described as follows:

- *Goals* express a desired future condition, state or outcome, reflecting broad social ideals, aspirations or benefits associated with the use or management of the timber or habitat resource.
- *Objectives* are more specific statements than goals about a desired future state of the timber or habitat resource. When accompanied by a desired measurable result within a specified period an objective becomes a *target*.
- *Strategies* identify the actions that need to be undertaken, or the conditions that need to be put in place to achieve an objective. Strategies are typically written to correspond to a specific objective. Each strategy should be accompanied by an expected outcome, that is, how it is expected to contribute towards an objective. A strategy may contain multiple activities towards achieving an outcome (for example, increased use of improved seed, increased brushing, and a reduction in regeneration delay may all be part of a strategy to achieve a 3 yr reduction in green-up).
- *Studies* are information needs identified in a strategy as being necessary for future strategy development or that may contribute to an anticipated outcome (for example, improved estimates of site productivity are expected to increase long term harvest levels by XX%).

While all four of the preceding items may be the subject of effectiveness monitoring, the first two, goals and objectives, are its primary focus. The latter two, strategies and studies, are the specific focus of implementation monitoring.

2. MONITORING MANAGEMENT UNIT STRATEGY IMPLEMENTATION METHODOLOGY

2.1 Management unit selection.

To assess implementation progress four TSAs and three TFLs were chosen at random from the 23 management units in the Vancouver Forest Region.

The units chosen were:

- Mid Coast TSA
- Soo TSA
- Strathcona TSA
- Fraser TSA
- TFL 19, 45 and 57

At the time of this assessment no silviculture strategies were in place for TFL's. Appendix 1 provides the status of TFL strategies, both Type 1 and Type 2. It is expected that silviculture expenditures in fiscal 2003 will be influenced by the strategies. Licensees withTFLs will be provided a copy of this monitoring report.

2.2 Background materials and status of strategies for the Region

For each Management unit that was assessed, the version of the management unit incremental silviculture strategy that guided activities was obtained. In some cases a newer Type 2 strategy was available or nearly so, but was not used to assess implementation.

Mid Coast TSA

- The Current strategy 1.0 is dated August 31, 1998.

Soo TSA

- The Current strategy 1.0 is dated August 31, 1998. Type 2 completed in 2001 – not used for the monitoring.

Strathcona TSA

- The Current strategy 1.0 is dated August 31, 1998. Type 2 completed in 2001 – not used for the monitoring.

Fraser TSA

- The Current strategy 1.0 is dated August 31, 1998 – Type 2 draft completed in 2001 – not used for the monitoring.

2.3 Contacts and Questionnaire

For each management unit a contact was provided by the Regional coordinator (Larry Sigurdson). A list of contacts is provided as Appendix 2. A set of questions was asked to each to gauge the status of the silviculture strategy in focussing silvicultural activities. Appendix 3 provides a copy of the Questionnaire.

3. RESULTS

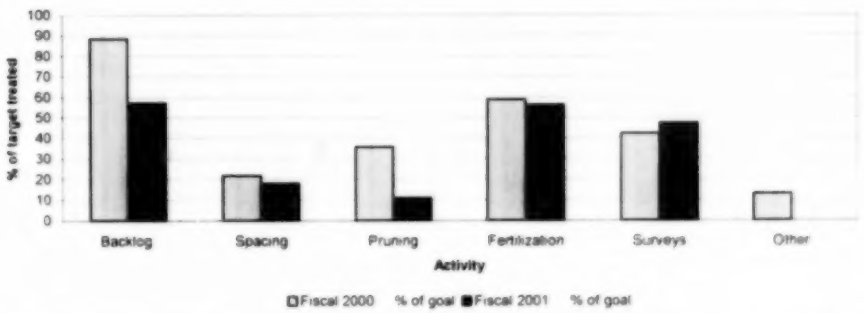
Information Summary

A summary of the target areas indicated in the Silviculture Strategy by activity along with the area treated by fiscal years 2000 and 2001 based on FRBC database figures (Information Management System – IMS) - was provided to each respondent. They were asked to review the numbers for relative accuracy and to become familiar with the questions provided in the questionnaire provided. Each was contacted by phone and interviewed for 45 minutes to 1 hour. The following is a summary of their responses.

Figure 2. Compilation of silviculture strategy targets and areas treated for the sample set[2].

Sample of four Vancouver Region Management Unit Silviculture Strategies

	Opportunity from Strategies	Area treated	% of goal	Area treated	% of goal
Activities	**Area (Ha/Yr)**	Fiscal 2000	Fiscal 2000 % of goal	2001	Fiscal 2001 % of goal
Backlog	**710**	627	88	405	57
Spacing	**4220**	918	22	759	18
Pruning	**1325**	474	36	142	11
Fertilization	**4150**	2439	59	2325	56
Surveys	**26000**	10948	42	12242	47
Other	**250**	33	13	0	0



[2] The opportunities from the strategy were obtained from the Silviculture Regimes (or Treatments) and Investment Priorities table from the various Silviculture Strategies.

Questionnaire responses

1. *Are you familiar with the incremental silviculture strategy for (TSA)?*

   All respondents were very familiar with the incremental silviculture strategy for their management unit.

2. *Are you involved in the planning or delivery of incremental silviculture activities for the TSA? If yes, please describe your role.*

   All respondents were with the Ministry of Forests and were all somewhat to very involved with the planning and or delivery of the silviculture activities. The process that is in place has Industry personnel directly responsible for the delivery of the activities, MoF personnel worked with the licensees in the creation of the standards agreements and provided contract administration. The actual areas treated were the responsibility of the licensees. The Integrated Silviculture Information System (ISIS) was used to provide potential areas to the licensees, from that the licensees identified options for the Resource Management Plan that summarizes the yearly activities.

3. *Are you familiar with the level of funding that was provided by FRBC for implementation of the silviculture strategy? What was the funding level? (By fiscal year)*

   Three of the four respondents were familiar with the FRBC funding levels. Funding ranged from approximately $700,000 to $1,300,000 per year.

4. *Are you familiar with what level of funding was applied for? If so how much?*

   Two of the four respondents indicated much higher levels that were applied for (nearly double what was provided), the other respondent indicated that what was applied for was similar to what was received as the licensees basically knew what was available and planned accordingly.

5. *To the best of your recollection was the silviculture strategy used to priorize funding, or were other directives in place? (By fiscal year). Did the level of funding restrict the amount and or type of treatments.*

   The silviculture strategy is being used in most cases to provide direction for the yearly Resource Management Plans. The priorities provided in the strategy are used to priorize funding. First and in some cases second priority or ranked treatments were funded first, with lower ranked treatments getting either no or limited funding due to available funds. In some cases lower ranked projects were funded where there were local employment opportunities and agreements made outside of the silviculture strategy (e.g., with First Nations).

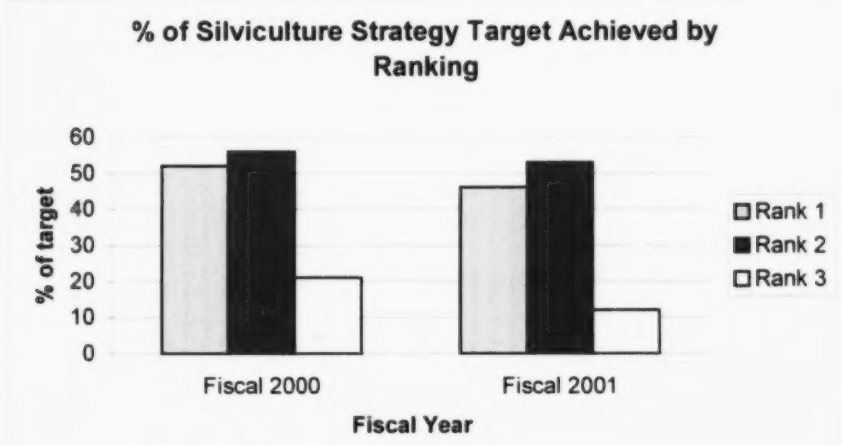
   In all units funding limited achievement of the identified targets. However, the targets set in the original Type 1 strategies were often based on estimates made by workshop participants and may or may not have been accurate. In one unit the estimates for backlog treatments provided in the strategy were significantly greater than those identified by subsequent surveys. Therefore survey results are needed to fine tune actual areas of opportunity.

Table 1.Treatment ranking by management unit and treatment type.

Rank	Backlog[3]	Fertilization[4]	Spacing	Pruning
1	50% (2 of 4)	50%		
2	25%	25%	50%	
3			50%	25%

As table one shows half of the units had backlog and the other half had fertilization treatments ranked as the first priority (and one of the four with either as the second priority). Most of the funding went to treat rank one and two activities. Figure 3 shows the amount of the silviculture strategy achieved by rank and fiscal year. While the rank 2 treatments had a slightly higher percentage achieved, this was largely due to higher estimates of treatable backlog and areas to fertilize in the strategy than were available at the time of implementation. See the following discussion for more detail.

Figure 3. % of Silviculture Strategy Achieved by Ranking (by fiscal year)



Backlog – Rank 1 or 2. For fiscal 2000, 88% of the backlog target was treated, with 57% treated in 2001. The area treated reflected the available to treat. In one instance the amount of backlog identified during the Type 1 strategy was significantly greater than that found with subsequent surveys. This resulted in treatment levels much below targets. However, in another unit assessed, the level of backlog was found to be greater than the strategy indicated, with more treated than previously identified resulting in an average closer to the target than either would suggest.

The reduced level of backlog treated in 2001 was due to lower levels of treatable area available. At least one management unit has devised a matrix to aid in treatment selection, or to declare the area free growing. This new approach has resulted in lower levels of treatment as portions of

[3] One management unit had backlog treatments as its fourth ranked priority, backlog was not seen as a critical issue in that unit.

[4] Three of the four units had fertilization rated as a high priority, the fourth unit rated fertilization as its lowest rank based on availability of suitable stands.

blocks are identified for treatment rather than the entire block as ISIS derived information would have indicated. As well most of the treatable backlog has been treated in three of the four units.

Fertilization – Rank 1, 2 or lower. Fertilization occurred in the three units where it was identified as rank 1 or 2. The amount treated varied from 21 to 125% of the target averaging 59 and 56% by fiscal year. Fertilization, was identified as a high priority for three of the four units however with one management unit the area with the highest potential for treatment was not be in a licensee's operating area, reducing the level of implementation. The available area identified in the Type 1 strategies was high for at least one unit. Type 2 silviculture strategies have identified more precise candidate areas that will help direct fertilization efforts.

Spacing – Rank 2 or 3. The area spaced was 22 and 18% of the target identified from the Type 1 strategies. This reflects its lower ranking within the strategies as funding was given to first priority treatments first and then to a lesser extent to lower priorities. As well the area identified for spacing in the Type 1 strategies was an estimate (one referred to it as a wish list) that was higher than operationally feasible with the present budget and staffing levels. The estimated treatable area did not consider cost. Spacing is being considered as part of a range of treatment regimes in one of the units assessed. When the regime is implemented, all treatments within the regime attain a higher rank, including spacing.

Pruning – Rank 3 and lower. Pruning was ranked lower than the other major treatments in all of the units assessed. It was however chosen as a treatment in all of the units in a small amount. Overall a total of 36 and 11% by fiscal year of the target was treated. Areas treated were often previously treated, thus the additional treatment was a continuation of a regime that creates a two lift clear section. Additionally some pruning was done for employment purposes.

Surveys – unranked. Surveys were identified in each of the strategies, often with high potential areas to survey. The actual area surveyed was 42 and 47% of the target by fiscal year. The area surveyed was dependent on the amount of backlog that required assessing and the funding available for additional treatments, to provide direction for those treatments. There are presently some weaknesses in identifying candidate areas in a timely fashion, due to reporting of survey information, this needs further work.

Other – unranked – Stand conversion occurred in minor extent in one of the units 13% in fiscal 2000. the low ranking limited implementation.

6. *Review the goals and objectives of the strategy: In your opinion are these still relevant and appropriate?*

The relevancy varied by unit. One respondent stated that overall their strategy is out of date as it was created based on TSR1 data, since then a second TSR has been done with a new data set being created for TSR 3. It was suggested that the Silviculture Strategy be revisited whenever a new TSR is done or when higher-level plans significantly modify the objectives for the unit (e.g., a new LRMP). All felt it was worthwhile to reassess the objectives after new information becomes available.

Other management units goals and objectives remained valid. In two of the units Type 2 strategies are seen to fine-tune the goals and objectives somewhat, making the direction and opportunities clearer. One respondent indicated that while the strategy is used to direct funding, it was more of wish list to address the identified issues and to some extent to direct funding to meet locally identified goals that were formerly in place. There remains a dislocation between the holder of the funds, the MoF and the licensee on priorizing allocation. This becomes an issue

when the licensees do not operate in areas where expenditures are needed to meet the goals and objectives of the strategy.

It was recognized in one management unit that since the Type 1 analysis priorities should not be placed on treatments alone, instead they should be based on treatment regimes. The regimes would be priorized. Once begun, the subsequent regime treatments would be given priority.

7. *Are there any major events that are highly likely to occur in the near future that might give rise to a major change to the goals and objectives? (If yes: Should there be a change now, or is it best to wait and see?)*

New TSR direction, LRMP, and Landscape Unit plans were all identified as potentially impacting the goals and objectives. Timely Type 2 strategies have been able to capture some of the new information. One district is creating a report that identifies and maps opportunity areas. They suggest revisiting the Silviculture Strategy once the report is complete. It is recommended that the Silviculture Strategy be revisited in a timely fashion once new information becomes available (e.g., TSR, LRMP, LU planning).

8. *The top three priorities in the current incremental silviculture strategy are: (listed by management unit).*

- Should these all still be high ranked?
- Are the strategies being implemented?
- Should the order of them change?
- Is there some other strategy that should be ranked higher?

In all cases the priorities were generically still priorities. The rankings are relatively accurate but need to be revisited periodically, e.g., backlog has been cleaned up in some units and is therefore no longer a high priority, spacing in one area is not considered as important as a falldown has been identified since the Type 1 strategy, putting more emphasis on fertilization as the highest priority.

In general the strategies are being implemented, based on the rankings provided – lower priority activities are for the most part not funded or only partially funded due to funding limitations. However, in some cases lower priority treatments are being funded due to logistics, and or job creation or First Nations agreements. It was suggested that the Resource Management Plan and the Silviculture Strategy should recognize this reality.

While the rankings were generally felt to reflect current conditions it was identified, that regimes are more appropriate to capture the intended benefits of the treatments.

9. *The top studies in the current incremental silviculture strategy are: (listed by management unit)*

- Should these all still be high ranked?
- What is the status of the studies?
- Should the order of them change?
- Is there some other study that should be ranked higher?

The studies identified all remain valid to the respondents, but have not been followed up on based on the direction of the strategy. There is a need for the silviculture strategy to fit within the Regional and Provincial research selection process to ensure timely information exchange. From the sample results there has been little or no linkage between the strategies and studies done within the management units.

10. Has habitat supply been addressed by the Strategy? If not are there projects in place to address it?

At the time of the strategies (August 1998) there was no habitat supply component built into the strategies. However, since the strategies were created, direction from MoELP was provided in the form of a Habitat Strategy (one unit), Riparian works (covered under the Habitat Enhancement budget, three units) some direction on ungulate winter range (two units) and direction on Grizzly habitat (two units). One of the units has allocated 5% of its budget to habitat related treatments. This includes spacing within the spotted owl area, treatment of riparian areas, Grizzly habitat and in deer winter range. All of the respondents indicated a heightened awareness of habitat supply since the creation of the original strategies.

11. General comments or issues regarding the present strategy and process.

From the respondents here are the summaries from each:

- The strategy and process need to be part of a structured process linked to the Timber Supply Review for both setting Timber objectives as well as Habitat and other objectives. However, the process in place is working to priorize funding allocations, it has lead to the recognition of the importance of regimes and to priorize activities that are linked to achieving the objectives set at the forest level. The Type 2 strategy should help priorize activities by regime as it was designed to accommodate regimes.

- It is suggested that a new Silviculture Strategy be created at least every 10 years or more desirably at the time of each TSR or new higher level plan implementation. Backlog remains a priority and is being cleared up. What follows will depend upon the results of the LRMP and new TSR direction.

- The present strategy was done with the intent to identify a range of treatment options, assuming no limit to funding. Without clear TSA planning (e.g., something akin to a TFL Management and Working Plan) there is no structure from which to guide treatments. As well the MoF has the mandate to manage the crown forest but does not appear to have the direct linkage required to implement and follow-up on recommendations within the Timber Supply Review (what becomes a default planning document). There is little linkage between silviculture activities and little or no follow-up or accountability in the five years between TSRs. There is a question of who is responsible for tracking what is done and to relate that back to what plan or directive? Presently the MoF is a cog in a process with many layers – this reduces accountability and efficiency (and creates frustration).

- The process is working. The shortfalls in meeting targets is due to budgetary limits. The areas to treat are identified and mapped. An issue remains regarding which blocks to treat, as Licensees have priorities that may not fit directly with the strategy. This could be solved with MoF handling funding delivery. One issue regarding implementation that was identified is the additional cost of NUFO crews. Local examples of similar work in similar areas with contract versus NUFO crews indicates

a one and one half to doubled cost per ha for NUFO crews. This translates to fewer ha treated for the same funding dollars.

Industry representatives when asked provided the following answers to these questions.

Specifically, has the strategy helped to allocate silvicultural investments?

- Yes, it has given direction to my Enhanced Forestry and Backlog projects.
- Yes, I think it is good to get a number of licensees and agencies input and focus on a unified goal. The strategy provides direction and is good for forward planning - i.e. If I know spacing is a priority, and we have an area with current access to potential blocks, I could ensure that deactivation works are delayed (if possible) etc..

Did funding limit achieving strategy objectives? If so by how much?

- Yes, if you mean was the TSA Licensees able to achieve all of the deliverables. I'm not sure how much.
- Possibly - it seems that we adjust the workload to a budgeted amount ($$) for all activities, which is OK but sometimes more flexibility should be allowed to complete whole projects, rather do a number of small projects - or set reasonable dollar amounts in a drainage to justify mobilization costs etc. (i.e. it does not make sense to space 20ha in a remote drainage each year, its would be better to do 100ha in one or two years etc,)

What if anything needs to be done to improve the process?

- The process is works fine as is from my perspective.
- The process is fine, the implementation is the weaker link - not in the works but on the paper end. It seems that a lot of time goes into amendments - the process needs streamlining. The strategy is a broad overview - not a decimal point science.
- Also, back-up information supporting the more significant treatments is important - a number of silviculture activities seem to have as many cons as pros - are these treatments really producing the benefits, is it economical to do them - i.e. backlog activities are always costly etc. Is pruning actually producing what we hope ? There is a lot of conflicting info on treatments.
- The involvement, gathering of a variety of people is essential to the process. Discussion on what is working and/or not working is critical - especially on a district basis.

4. RECOMMENDATIONS

From the responses it is clear that the Silviculture Strategies were seen as a good first step in directing silviculture treatments to meet forest level objectives. It is also clear that a further linkage to some form of management unit plan is desirable and is needed to help priorize objectives and expenditures into the future. Due to the dynamic nature of planning, the strategies need to be updated periodically to ensure the objectives and treatable areas are current and

accurate. The suggested updates would occur post TSR and AAC determinations, at the time of an LRMP or other higher-level plan designation.

Once objectives are identified an accurate estimate of treatable area is required, this calls for timely surveys and reporting, an area that was identified as needing further refinement.

Additionally the cost of treatments needs to be looked at by delivery mechanism.

There is a need for Regional and Provincial Research teams to be aware of and to take into account the studies identified in the Silviculture Strategies. Some of the studies have been identified

Appendix 1

The following provides the status of the remaining management units in the Region.

Arrowsmith TSA

- The Current strategy 1.0 is dated August 31, 1998 and was downloaded from the web. Type 2 completed in 2001. Type 2 Draft Revision available.

Kingcome TSA

- The Current strategy 1.0 is dated August 31, 1998.

Queen Charlotte Islands TSA

- The Current strategy 1.0 is dated August 31, 1998. Type 2 completed in 2001.

Sunshine Coast TSA

- The Current strategy 1.0 is dated August 31, 1998. Type 2 completed in 2001.

TFL 6 WFP

- Type I strategy was submitted March 31, 2001. A Type 2 is scheduled for completion in 2002.

TFL 10 IFP

- Type I strategy was submitted March 31, 2001. No Type 2 is planned at this time.

TFL 19 WFP

- Type I strategy was submitted March 31, 2001. No Type 2 is planned at this time.

TFL 25 WFP

- Mid Coast, on hold until next TSR.

TFL 26 Mission

- Type I strategy was submitted March 31, 2001.

TFL 37 CFP

- Mid TSR, have a similar process in place.

TFL 38 IFP

- Type I strategy was submitted March 31, 2001.

TFL 39 Weyerhaeuser

- Did not do a Type 1, Type 2 submitted March 31, 2001.

TFL 43 Scott Paper

- Deciduous license – no plan to create Silviculture Strategy.

TFL 44 Weyerhaeuser

- Type I strategy was submitted March 31, 2001.

TFL 45 IFP

- Type I strategy was submitted March 31, 2001.

TFL 46 TWest

- No plans for a strategy at this time, impending sale of license. A habitat supply model may be done for this tenure.

TFL 47 TWest

- Type I strategy was submitted March 31, 2001.

TFL 54 IFP

- Clayoquot, planning on doing one but holding off till more certainty.

TFL 57 Iisaac/Weyerhaeuser

- Type I strategy was submitted March 31, 2001.

Appendix 2

List of contacts

Name	Affil/role	Phone no/email	Comments
Larry Sigurdson	Vancouver Region	250 751-7094 Larry.Sigurdson@gems6.gov.bc.ca	Larry is the Regional contact
Brian Raymer	FPBr – Branch representative	250 387-8909 Brian.Raymer@gems7.gov.bc.ca	Branch contact
Colene Wood	MoELP	250356-5538 CWood@Victoria1.gov.bc.ca	MOELP contact
Jim Davis	FRBC rep	250 286-7773 jim.davis@gems9.gov.bc.ca	FRBC contact
Doug Grant Doug Walker	Mid Coast MoF	250 982 2000 Doug.Grant@gems7.gov.bc.ca Doug.Walker@gems1.gov.bc.ca	Questionnaire respondent
Brian Broznitsky Don Kinnear	Soo MoF	604 898 2102 Brian.Broznitsky@gems7.gov.bc.ca 604 898 2112 Don.Kinnear@gems8.gov.bc.ca	Questionnaire respondent
John Ingram Darcy Yule	Strathcona MoF	250 286 9395 John.Ingram@gems1.gov.bc.ca 250 286 9329 Darcy.Yule@gems1.gov.bc.ca	Questionnaire respondent
Craig Wickland Steve DeMelt	Fraser TSA	Silviculture Forester, Craig Wickland, phone: (604) 702-5753; e-mail: Craig.Wickland@gems5.gov.bc.ca <mailto:Craig.Wickland@gems5.gov.bc.ca> Operations Manager, Steve DeMelt, phone: (604) 702-5723; e-mail: Steve.DeMelt@gems3.gov.bc.ca <mailto:Steve.DeMelt@gems3.gov.bc.ca>	Questionnaire respondent

Appendix 3

Questionnaire To Determine if a Strategy is Current and Working

Interviewee _____ Affiliation_____ Date:_____

Q.	Question	Response
1.	Are you familiar with the incremental silviculture strategy for (*name of management unit*)? A – Not familiar, B – Somewhat familiar, C – Very familiar. (Instruction: If the answer is no, do not terminate the interview but read the goals and objectives from the plan to the interviewee. If the interviewee is not then comfortable with proceeding, terminate the interview thanking the interviewee.)	
2.	Are you involved in the planning or delivery of incremental silviculture activities for (*name of management unit*)? If yes, please describe your role. A – Not involved, B – Somewhat involved, C – Very involved. (Instruction: If the answer is yes, obtain a description of the interviewee's role.)	
3.	Are you familiar with the level of funding that was provided by FRBC for implementation of the silviculture strategy? What was the funding level? (by fiscal year) Instruction: If you are familiar, please provide in rounded figures. If not please go to question 5.	
4.	Are you familiar with what level of funding was applied for? If so how much? Instruction: Please provide in rounded figures.	
5.	To the best of your recollection was the silviculture strategy used to priorize funding, or were other directives in place? (by fiscal year)	
6.	Review the goals and objectives of the strategy (*state the goals and objectives*). In your opinion are these still relevant and appropriate? (Instruction: If the answer is no, determine why. Has there been a major event such as a new AAC level, major change to the land base, etc?).	
7.	Are there any major events that are highly likely to occur in the near future that might give rise to a major change to the goals and objectives? (*If yes*: Should there be a change now, or is it best to wait and see?) (Instruction: If the answer is yes, be sure to record why. Has	

there been a major event such as a new AAC level, major change to the land base. etc?)

8. The top three **priorities** in the current incremental silviculture strategy are (*read top three ranked strategies*).

   - Should these all still be high ranked?
   - Are the strategies being implemented?
   - Should the order of them change?
   - Is there some other strategy that should be ranked higher?

   (Instruction:. If the answer is yes to any of these questions, record why. Has there been a major event such as a new AAC level, major change to the land base, etc?)

9. The top three **studies** in the current incremental silviculture strategy are (*read top three*).

   - Should these all still be high ranked?
   - What is the status of the studies?
   - Should the order of them change?
   - Is there some other study that should be ranked higher?

   (Instruction:. If the studies are not ranked in the strategy, read all of them. Ask which should be high ranked. Record why. Later, compare these rankings to actual performance.)

10. Has habitat supply been addressed by the Strategy? If not are there projects in place to address it?

11. General comments or issues regarding the present strategy and process.

    This completes the interview. Thank you for your time.